

19 July 1983

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with D/OP on Alternative Performance Appraisal Program

1. During the afternoon of 18 July 1983, a meeting was held in the office of the Director of personnel. In attendance at the meeting were D/OP; DD/OP, DD/OP/PA&E, C/P&PS and the undersigned.
2. The subject of the discussion was a paper I had prepared in response to an earlier charge from D/OP that an alternative performance appraisal program be readied for possible testing in the Fall of this year. It was quickly established by D/OP that because of the recent pronouncement on PAR rating levels and the program's relative newness that no action would be taken in the near term at least, to alter the present PAR system.
3. The D/OP then suggested that we take the time to review what the primary objective of a performance appraisal system should be. He explained his own belief that the essence of a good PAR program is the achievement of a maximum understanding between worker and supervisor as to what the job requires and how well the requirements are being met. Communication is the key word, i.e., the PAR is the vehicle for providing full communication between the worker and the supervisor of each other's understanding and expectations about the job.
4. I suggested that a part of the problem had to do with employee uncertainty or confusion regarding the PAR's role in the competitive evaluation process and its impact on employee promotion prospects. Too often employees make an inference that a high PAR rating level, in and of itself, should assure a high competitive standing. Since the PAR is the only formal Agency document which employees see that bears on their competitive status the idea is reinforced in their mind that the PAR is, in fact, the sole determinate of their career prospects in the Agency.
5. The group generally agreed that the present difficulty really rests as much in delineating the PAR's place in the comparative evaluation proceedings of Career Service boards and panels as it does in problems with the PAR itself. After considering the matter and after views had been shared on this particular point, the D/OP stressed that the immediate need was to determine how best to (1) facilitate employee understanding about the separateness of the PAR system from the more encompassing personnel evaluation responsibilities of career panels, and the fact that other important information is received and considered by panels in making their promotion selections; and (2) foster better communication between supervisors and their subordinates. DD/PA&E was asked to consider and recommend what actions might be taken to meet these needs.

Distribution:

Orig. - PAR Subject File

1/- P&PS Chrono

1/- D/OP

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Meeting with D/OP on Alternative Performance Appraisal Program

FROM:

Policy and Programs Staff/OP
1006 Ames

EXTENSION

NO.

DATE

26 July 1983

STAT

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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1. Chief, P&PS
1006 Ames

7/26

7/26

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2. DD/PA&E
1006 Ames

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3. EA/D/OP
5E58 Hqs.

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RD

4. DD/OP

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5. D/OP

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The attached memo for the record is intended to reflect the outcome of the meeting we had on the PAR program.